

## ***Strategic Context***

The State of Indiana is a recognized leader in partnering with faith-based and community-based organizations to provide a comprehensive portfolio of workforce development services. In September of 2000, the Center for Public Justice awarded Indiana one of four “A’s” in its publication, “Charitable Choice Compliance: A National Report Card.” Since its launch in November of 1999, *FaithWorks Indiana* has offered technical assistance and education to thousands of representatives of faith-based organizations (FBOs) and community-based organizations (CBOs). Phase I of the initiative was administered by the Indiana Family and Social Services Administration (FSSA) and was funded by the Temporary Assistance to Needy Families (TANF) Block Grant. Although *FaithWorks Indiana* provides information and training about a variety of government funding sources and services, including those in the workforce development arena, coordination with the One-Stop delivery system has not been a primary focus of the initiative. Grant funding through SGA/DFA02-106 would allow the State to expand its efforts to engage CBOs and FBOs in the human service delivery and workforce development systems in communities across the State through the One-Stop delivery system. The Indiana Department of Workforce Development (DWD) will partner with FSSA and the Indiana Commission on Community Service and Volunteerism (ICCSV) to implement this initiative. These lead agencies will coordinate their efforts with other state agencies being encouraged to participate in faith-based and community-based outreach, including the Indiana State Department of Health, The Indiana Department of Education and the Indiana Criminal Justice Institute.

Indiana's workforce investment vision is to create a State of Indiana with "the most qualified high performance workers in the nation and the most user-friendly public-private system for customers (students, workers, and employers) to access the resources they need for lifelong learning and training." As an early implementation state for the *Workforce Investment Act (WIA)*, DWD, the State's WIA agency, recognizes that we cannot enhance the skills and educational levels of our workforce without broad-based partnerships that include the private sector, labor and community representation. To be effective, our services must be easily accessible and attractive to a wide variety of individuals, from the unemployed to the incumbent workers who must enhance their skills; expand their opportunities for high skills-high wage jobs along a well-planned career path; and, ultimately, strengthen our State's economy.

DWD also recognizes the vital role that CBOs and FBOs play in helping the unemployed and underemployed citizens of our State obtain access to One-Stop services, and in bringing services to residents at the community-level in a non-threatening and friendly environment. Through *FaithWorks Indiana*, we have learned that CBOs and FBOs can frequently bridge the gap between vulnerable families and government agencies, through direct service provision, referral and coordination of resources.

*FaithWorks Indiana* has shared lessons learned in its efforts to engage CBOs and FBOs in the public assistance and human service arenas at several national conferences, national public policy forums, in interviews with national and international media representatives, through university research initiatives, during Congressional Committee hearings, and at a HHS Welfare Peer Technical Assistance Network

workshop for other states hosted in Indiana in 2001. Our expansion of these efforts into the One-Stop delivery system will be well documented in quarterly and final reports to the U.S. Department of Labor (DOL), Employment and Training Administration (ETA). FaithWorks has already begun the process of documenting successful instances of FBO and CBO involvement through Community Service Liaisons in local FSSA offices and through a broad-based surveying tool. Through this preliminary work and with expanded input from WIBs and local DWD offices, a comprehensive assessment can be achieved within the grant period. This documentation of best practices in communities, large and small, will allow the federal government and other state and local government agencies to benefit from the continued investment of the State of Indiana into CBO and FBO outreach.

#### ***Community-Based and Faith-Based “Organizational” Involvement***

The State of Indiana has invested significant resources in enhancing involvement of CBOs and FBOs in the human service delivery system. The infrastructure that is in place and the activities performed since 1999 provide a solid foundation for the proposed grant activities, and will be enhanced and supplemented to satisfy the goals and objectives of the U.S. DOL through the following methodology:

***FaithWorks Indiana Work Group.*** The State’s One-Stop system has been involved in *FaithWorks Indiana* in a supportive role since the initiative began. The initiative has a Work Group, which consists of representatives of State agencies, CBOs, FBOs and stakeholders concerned about Charitable Choice compliance. This Work Group meets quarterly to discuss policy development and outreach strategy. DWD has been represented on this group since its inception, ensuring that basic information

about workforce development initiatives was shared with CBOs and FBOs as part of our outreach and education efforts, and as part of our process to solicit input from local partners. However, if the funds for this effort are awarded to Indiana, DWD will play a much more prominent role in the initiative. One reflection of that involvement will be representation from local WIBs and One-Stop Consortia on the State Work Group.

**Steering Committee.** As a result of the increased number of state agencies and funding sources that are allowing for an expanded *FaithWorks Indiana* initiative, a Steering Committee is being established with leadership from all agencies supported by those federal agencies that have Centers for Faith-Based and Community-Based Initiatives. In Indiana, those state-level entities would include FSSA, DWD, the Indiana Commission on Community Service and Volunteerism (ICCSV), the Indiana State Department of Health, the Indiana Department of Education, and the Indiana Criminal Justice Institute. This Committee would discuss agency-specific policies, outreach, and staff development that should be coordinated to ensure full access to State and Federal resources for CBOs and FBOs.

**Technical Assistance.** Since 1999, *FaithWorks Indiana* has conducted annual Technical Assistance Workshops, resulting in over 1,000 representatives of CBOs and FBOs obtaining skills to enable them to conduct community needs assessments; develop organizational capacity; write proposals for government and private funding; manage government-funded workforce development and family preservation programs; document outcomes; and measure success. In addition, the initiative offers ongoing technical assistance via a toll-free line, an Internet site ([www.in.gov/faithworks](http://www.in.gov/faithworks)), which has an established customer base averaging 300 hits monthly, and on-site consultation.

All technical assistance is designed to strengthen the administrative potential of grassroots CBOs and FBOs. These same technical assistance and communications mechanisms will be available to local stakeholders in the One-Stop system, which will be enhanced with additional information about One-Stop services. These outreach efforts have resulted in an established brand identity for *FaithWorks Indiana* and a large network of CBOs and FBOs that are familiar with *Charitable Choice* and with the human service delivery systems in the State of Indiana. The same network will be engaged in outreach efforts focused on educating representatives of CBOs and FBOs about One-Stop services.

**Regional WIA Outreach and Funding Opportunity.** Sixteen regional Workforce Investment Boards (WIBs) administer WIA in Indiana. Outreach regarding the One-Stop system will be conducted on a regional basis to promote productive partnerships among Local Elected Officials, WIB members, our partners under WIA and other key stakeholders that will vary in each community. The outreach and education approach to enhance Indiana's One-Stop system will begin with three initial activities:

- 1) A Statewide One-Stop Consortium Presentation
- 2) WIB/One-Stop Consortium Educational Sessions
- 3) Workforce Investment Area Open Houses

First, *FaithWorks Indiana* will be introduced to the network of One-Stop partners at the statewide One-Stop Consortium meeting to be conducted no later than January 2003. This presentation will introduce the concept of *Charitable Choice* and its impact on contracted services in the State of Indiana, the role of CBOs and FBOs in coordination of

service delivery and referrals, and an announcement of upcoming educational sessions to be conducted with each of the regional WIBs.

Second, *FaithWorks Indiana* staff members will visit each Workforce Investment Area to brief WIB members and One-Stop Consortium members about the goals of DOL's Center for Faith-Based and Community-Based Initiatives (FBCBI) and of *FaithWorks Indiana*. These sessions will allow the State to receive input from WIBs and One-Stop Consortia throughout the State regarding the implementation of faith-based and community-based outreach in their communities. At the same time, a Request for Proposals will be issued to the sixteen WIBs, announcing the availability of grants for outreach, education and coordination activities with area CBOs and FBOs. We anticipate offering a total of 5-6 grants for a total of approximately \$500,000. This funding will allow the WIBs to invest the necessary resources to build true partnerships throughout their multi-county jurisdictions.

Third, *FaithWorks Indiana* will offer funding and technical assistance to all Indiana WIBs to host Open Houses that will introduce area CBOs and FBOs to the range of services provided in their community, including, but not limited to, One-Stop services. All *FaithWorks Indiana* resources will be available to the sixteen WIBs across the State; however, in an effort to gauge the level of investment necessary in a community and to effectively allocate resources, *FaithWorks Indiana* staff will work more intensively with those WIBs that are awarded grants made possible by this opportunity.

**Formal Participation in the One-Stop System.** WIBs and One-Stop Consortia throughout the State will be encouraged to invite representatives of CBOs and FBOs to join their membership. The State Human Resource Investment Council (SHRIC),

Indiana's statewide WIB, already includes the *FaithWorks Indiana* project manager as one of its business representatives. Greater participation of CBOs and FBOs on the State and local WIBs will enable collaborative decision-making and policy development input from stakeholders who may be more familiar with the needs of Indiana's unemployed and underemployed citizens than some of the traditional WIB members.

**Local Capacity Building.** *FaithWorks Indiana* will replicate and enhance an effort in local capacity building that has been underway through FSSA since early 2002. Each of our 27 full service WorkOne Centers will assign a staff person, and WIBs will be solicited to assign a staff person, to serve as a "Community Service Liaison (CSL)." The appointed CSLs will be trained in *Charitable Choice* implementation provisions, the goals of *FaithWorks Indiana* and how to establish partnerships with CBOs and FBOs. The CSL is designed to be the first point of contact for any local organization interested in *FaithWorks Indiana*. They will also be responsible for local outreach to CBOs and FBOs, including an initial Open House to introduce local organizations to the full range of social services available in the community.

To minimize the burden placed on CSLs, who already have a full range of job responsibilities, *FaithWorks Indiana* staff created a "Local Office Toolkit" that will be distributed to each of the WorkOnes and includes ready-to-use materials that any CSL can easily adapt for local outreach and education activities. Currently, the toolkit includes the following: a PowerPoint presentation and moderator's guide regarding *Charitable Choice* and *FaithWorks Indiana*; most frequently asked questions and answers from policymakers, CBOs and FBOs; a survey instrument to inventory human services already provided by CBOs and FBOs locally; brochures, a video and other promotional

materials; and client education materials regarding *Charitable Choice*. As CSLs express the need for additional materials and strategies to serve CBOs and FBOs, the *FaithWorks Indiana* staff will develop more tools for the Toolkit. The State will build on the CSL model created for FSSA local office staff to implement this activity with regional WorkOne and WIB staff.

**Evaluation Criteria.** *FaithWorks Indiana* will work with state-level representatives of the Work Group and Steering Committee and with local WIBs during educational sessions and ongoing collaboration to develop evaluation criteria to monitor the success of outreach, education and coordination activities throughout the State. Potential measures of success to be reported annually include the following: a targeted number of CBOs and FBOs to attend workshops and Open Houses around the State; a targeted number of CBO and FBO representatives to be trained in electronic tools and services available through the One-Stop system; a targeted number of referrals to the One-Stop system from CBOs and FBOs; and a targeted number of CBO and FBO participants on WIBs and One-Stop Consortia. Because local flexibility and input are critical to the success of the initiative, performance measures will be established cooperatively with One-Stop system stakeholders.

**Leveraging of Resources.** This initiative will build upon a significant investment that the State of Indiana has already made in developing *FaithWorks Indiana*. The infrastructure currently in place minimizes start-up and development costs for the initiative, positions us for quick success, and offers an established network of resources throughout the State. The ICCSV also offers an established network of community



organizations through their work in the promotion of community service and volunteerism across the State.

The State of Indiana has learned through its work with *FaithWorks Indiana* that CBOs and FBOs are valuable partners that bring significant resources related to volunteers, referrals and direct service provision. Through partnerships among WIBs, One-Stop Consortia, CBOs and FBOs, the State will provide the information and support to local organizations to act as ambassadors of the One-Stop service delivery system with their constituents. In addition, this program will help strengthen the relationship among FSSA, DWD and other mandatory partners in WIA and continue to develop a true one-stop system for services based on local community needs.

#### ***Providing “Universal Access” to Workforce Investment Act Services***

Indiana’s One-Stop delivery system is designed to promote universal access and customer-friendly interactions. The State utilizes Full-Service WorkOne Centers and Express Sites as entry points for customers to the WorkOne system. The Customer Self Service System (CS3) allows Internet access to Unemployment Insurance and Job Matching services for customers, including the unemployed, incumbent workers and employers. The State plans to invest a large amount of the \$174 million that Indiana received as a Reed Act distribution to enhance this Internet-based mechanism and modernize its outdated Unemployment Insurance management information system to promote a more accessible and customer-friendly virtual environment.

CBOs and FBOs represent a comfortable environment with which residents are familiar to access One-Stop services. *FaithWorks Indiana* will partner with the Lifelong Learning Institute (LLI), the training arm of DWD, to offer training to representatives of

CBOs and FBOs in the services DWD provides and the electronic tools available to them to assist their constituents in gaining access to those services. These training sessions will inform representatives of CBOs and FBOs about the broad range of services offered by One-Stop partners, including basic education, job training, higher education, job placement, unemployment insurance, and employer incentive programs like the Federal Bonding program and the Work Opportunity Tax Credit. Written resources will be provided to all attendees and made available on the *FaithWorks Indiana* Internet site. Training will be provided regionally and will be free-of-charge.

Again, these training opportunities will build on the resources developed by the *FaithWorks Indiana* initiative. For example, in 2001, *FaithWorks Indiana* developed a *Service Referral Directory* that is distributed at workshops and available on the Internet site. The Directory lists sixty services available from the State, from early intervention and health care, to income support and Individual Development Accounts. This Directory currently contains information about some of the services offered by the One-Stop system; however, the document will be reviewed and enhanced to reflect the increased level of involvement of the WIA system.

Regional WIBs will be encouraged to solicit applications from CBOs and FBOs to be chartered as Express sites, offering Internet access to core services and full-time access to a community representative who has been trained in One-Stop services. Express sites staffed by CBOs or FBOs will provide customers with a convenient and familiar atmosphere in which to access the One-Stop services they need.

The State of Indiana is committed to fully engaging interested CBOs and FBOs into the service delivery systems of all State agencies. Our investment into the creation of *FaithWorks Indiana* demonstrates that commitment. These DOL funds will allow the State to expand our efforts to fully incorporate One-Stop services into the *FaithWorks Indiana* initiative; however, they will not limit our activities to workforce development. The initiative will continue to integrate the services offered by all State agencies into its outreach and education efforts and will remain active after the one-year grant period ends. The State of Indiana will benefit from this investment in our service delivery system. Other states and localities around the nation will benefit from Indiana's continued development of best practices among faith-based and community-based organizations that provide vital human services.